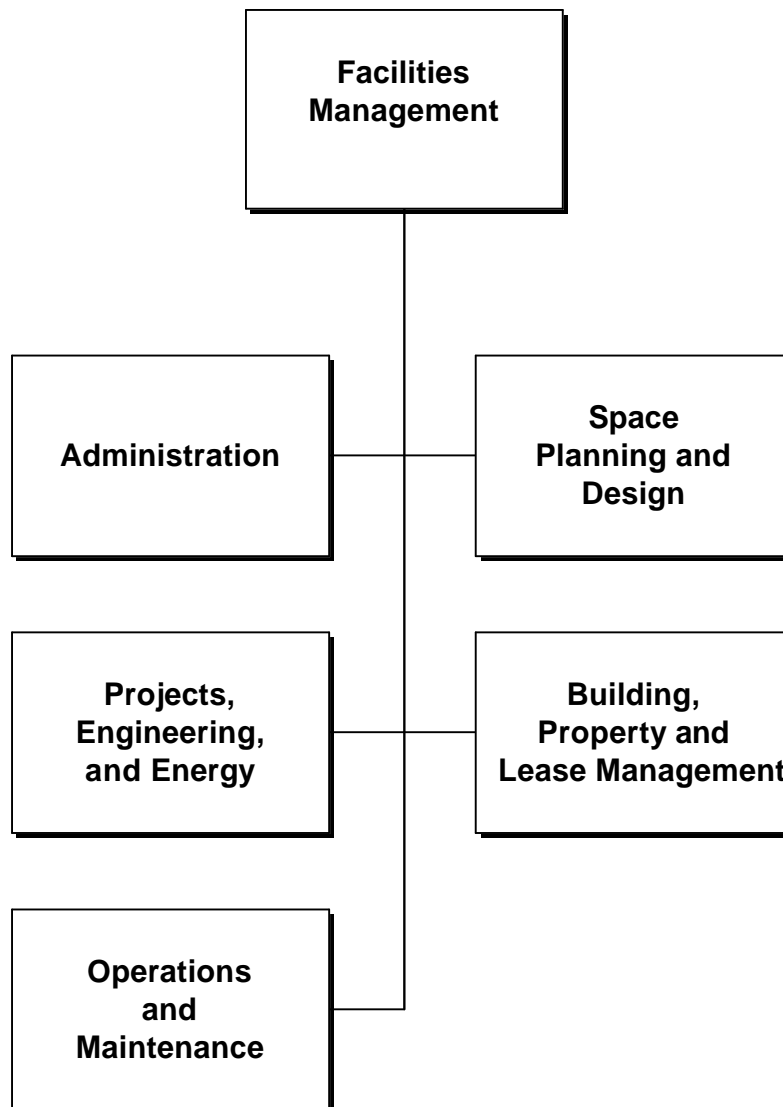


**DEPARTMENT OF PUBLIC WORKS AND  
ENVIRONMENTAL SERVICES  
FACILITIES MANAGEMENT**



# FACILITIES MANAGEMENT DIVISION

## Agency Position Summary

185 Regular Positions (1) / 185.0 Regular Staff Years (1.0)

### Position Detail Information

#### DIRECTOR

1 Director  
1 Position  
1.0 Staff Year

#### ADMINISTRATION BRANCH

1 Management Analyst III  
2 Management Analysts I  
1 Accountant II  
1 Warehouse Supervisor  
2 Material Requirements Specialists  
1 Administrative Assistant IV  
8 Administrative Assistants III  
1 Administrative Assistant II  
17 Positions  
17.0 Staff Years

#### SPACE PLANNING AND DESIGN BRANCH

1 Business Analyst III  
1 Planner III  
5 Planners II  
7 Positions  
7.0 Staff Years

#### PROJECTS, ENGINEERING, AND ENERGY BRANCH

1 Engineer IV  
3 Engineers III  
2 Engineers II  
7 Engineering Technicians III  
1 Engineering Technician II  
1 Assistant Supervisor Facilities Support  
1 Management Analyst I  
16 Positions  
16.0 Staff Years

#### BUILDING, PROPERTY, AND LEASE MANAGEMENT

1 Management Analyst IV  
1 Management Analyst III  
1 Management Analyst II  
1 County Security Manager  
1 Leasing Agent  
1 Right of Way Agent/Property Analyst  
1 Asst. Supervisor Facilities Support  
1 Administrative Associate  
1 Administrative Assistant V  
1 Administrative Assistant III  
2 Administrative Assistants II  
12 Positions  
12.0 Staff Years

#### OPERATIONS AND MAINTENANCE BRANCH

1 Engineer IV  
3 Asst. Supervisors Facilities Support  
3 Chiefs Utilities Branch  
1 Chief Building Maintenance Section  
1 Senior Mechanical Systems Supervisor  
17 Heating & Electrical Maint. Workers (1)  
5 Air Conditioning Equipment Repairers  
1 Senior Electrician Supervisor  
1 Electrician Supervisor  
2 Electronic Equipment Supervisors  
4 Electricians II  
7 Electricians I  
2 Electronic Equipment Technicians II  
6 Electronic Equipment Technicians I  
4 Plumbers II  
2 Plumbers I  
2 Carpenter Supervisors  
5 Carpenters II  
11 Carpenters I  
1 Painter Supervisor  
1 Painter II  
6 Painters I  
3 Locksmiths II  
13 Maintenance Trade Helpers II  
2 Maintenance Workers  
2 General Building Maint. Workers II  
5 General Building Maint. Workers I  
1 Glazier I  
1 Preventative Maintenance Specialist  
4 Heating Maintenance Mechanics  
1 Chief Custodial Services  
2 Building Supervisors III  
2 Building Supervisors II  
1 Custodian II  
3 Custodians I  
4 Administrative Assistants II  
1 Management Analyst I  
1 Safety Analyst  
132 Positions (1)  
132.0 Staff Years (1.0)

( ) Denotes New Positions

# FACILITIES MANAGEMENT

## Agency Mission

With the aim of providing safe, comfortable, and well-maintained County facilities that fulfill the needs of our customers, the Facilities Management Division (FMD) provides a full range of facility and property management services in a reliable, efficient, and cost conscious manner. FMD empowers a well trained, experienced, and self-directed team that employs advanced technology and innovative thinking.

| Agency Summary                   |                     |                                   |                                   |                                      |                                   |
|----------------------------------|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual   | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                     |                                   |                                   |                                      |                                   |
| Regular                          | 183/ 183            | 183/ 183                          | 184/ 184                          | 186/ 186                             | 185/ 185                          |
| Expenditures:                    |                     |                                   |                                   |                                      |                                   |
| Personnel Services               | \$7,931,489         | \$8,552,939                       | \$8,609,557                       | \$9,193,969                          | \$9,088,020                       |
| Operating Expenses               | 29,989,430          | 30,751,249                        | 33,104,197                        | 30,957,977                           | 30,938,085                        |
| Capital Equipment                | 27,478              | 0                                 | 89,293                            | 60,020                               | 30,009                            |
| <b>Subtotal</b>                  | <b>\$37,948,397</b> | <b>\$39,304,188</b>               | <b>\$41,803,047</b>               | <b>\$40,211,966</b>                  | <b>\$40,056,114</b>               |
| Less:                            |                     |                                   |                                   |                                      |                                   |
| Recovered Costs                  | (\$5,152,467)       | (\$6,201,926)                     | (\$6,288,544)                     | (\$6,621,061)                        | (\$6,621,061)                     |
| <b>Total Expenditures</b>        | <b>\$32,795,930</b> | <b>\$33,102,262</b>               | <b>\$35,514,503</b>               | <b>\$33,590,905</b>                  | <b>\$33,435,053</b>               |
| Income:                          |                     |                                   |                                   |                                      |                                   |
| Rent Reimbursements              | \$2,818,482         | \$2,693,145                       | \$2,803,959                       | \$2,870,275                          | \$2,870,275                       |
| Parking Garage Fees              | 246,605             | 259,000                           | 241,790                           | 391,790                              | 391,790                           |
| City of Fairfax Contract         | 71,354              | 72,781                            | 65,850                            | 67,167                               | 67,167                            |
| <b>Total Income</b>              | <b>\$3,136,441</b>  | <b>\$3,024,926</b>                | <b>\$3,111,599</b>                | <b>\$3,329,232</b>                   | <b>\$3,329,232</b>                |
| <b>Net Cost to the County</b>    | <b>\$29,659,489</b> | <b>\$30,077,336</b>               | <b>\$32,402,904</b>               | <b>\$30,261,673</b>                  | <b>\$30,105,821</b>               |

| Summary by Cost Center       |                     |                                   |                                   |                                      |                                   |
|------------------------------|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                     | FY 2002<br>Actual   | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Administration               | \$10,818,066        | \$10,711,686                      | \$10,418,539                      | \$9,544,306                          | \$9,534,344                       |
| Space Planning and Design    | 1,137,157           | 696,897                           | 905,250                           | 425,665                              | 421,967                           |
| Projects, Engineering and    |                     |                                   |                                   |                                      |                                   |
| Energy                       | 3,448,164           | 4,124,138                         | 4,428,187                         | 4,077,044                            | 4,067,878                         |
| Building, Property and Lease | 7,347,906           | 7,523,655                         | 9,362,809                         | 8,826,572                            | 8,820,372                         |
| Operations and               |                     |                                   |                                   |                                      |                                   |
| Maintenance                  | 10,044,637          | 10,045,886                        | 10,399,718                        | 10,717,318                           | 10,590,492                        |
| <b>Total Expenditures</b>    | <b>\$32,795,930</b> | <b>\$33,102,262</b>               | <b>\$35,514,503</b>               | <b>\$33,590,905</b>                  | <b>\$33,435,053</b>               |

## Board of Supervisors' Adjustments

*The following funding adjustments reflect all changes to the FY 2004 Advertised Budget Plan, as approved by the Board of Supervisors on April 28, 2003:*

- ♦ A decrease of \$77,458 and 1/1.0 SYE position to eliminate the establishment of one of two new trades positions proposed in the FY 2004 Advertised Budget Plan. This action will limit the maintenance support for growth in new facility space and the ability to respond to requirements related to the Courthouse expansion. This adjustment results in a decrease of \$37,255 in Personnel Services, \$10,192 in Operating Expenses and \$30,011 for a maintenance truck.

# FACILITIES MANAGEMENT

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- ◆ A decrease of \$68,694 reflects reduced funding for the Pay for Performance program. Based on the approved 25 percent reduction, the FY 2004 program will result in reductions in the increases employees will receive based on their performance rating, capping employees to a maximum of 5.25 percent. This adjustment leaves in place the Pay for Performance program in preparation for system redesign for FY 2005.
- ◆ A decrease of \$9,700 for PC Replacement charges based on the reduction in the annual contribution for PC replacement by \$100 per PC, from \$500 to \$400.

***The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan from January 1, 2003 through April 21, 2003. Included are all adjustments made as part of the FY 2003 Third Quarter Review:***

- ◆ The Board of Supervisors made no adjustments to this agency.

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## ***County Executive Proposed FY 2004 Advertised Budget Plan***

### **Purpose**

Facilities Management Division (FMD) is responsible for providing building services in those County-owned and leased facilities that are under its jurisdiction. These services include custodial support, utilities, maintenance, repair, space planning, renovations, energy conservation, moving, and related services. FMD is also responsible for leasing, managing, and disposing of real property and facilities, as requested by the Board of Supervisors and other County agencies.

### **Key Accomplishments**

- ◆ Over the past several years, Facilities Management Division (FMD) key accomplishments have included:

#### **Leadership**

- Established a core team within the line of business that is responsible for managing the business and setting its strategic direction.
- Created guiding principles (vision, mission, operating values) for the FMD line of business.
- Developed and provided High Performance Organizational training to every member of the organization.
- Developed three major initiatives to improve customer service, internal communication, and the use of computer integrated facilities management systems. Action steps which are planned include improving the customer satisfaction survey by putting it on line, ensuring that all agency employees have access to a computer or to e-mail, and continuing to analyze the functionality of the current computer support system for facilities management.
- Began work on FMD's first comprehensive strategic plan.

#### **Administration**

- Since FY 2001, Administration has redirected three of its positions to meet additional critical requirements within other parts of the agency.

# **FACILITIES MANAGEMENT**

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## **Space Planning and Design**

- Completed the space planning, design, and furniture selection and layout for the 159,000 square foot (SF) South County facility that was occupied in FY 2002.
- Began the development of a Computer Aided Design (CAD) standard for the drawings of all Fairfax County buildings. These CAD drawings will become the basis for an electronic facilities information system and will provide space management tools needed to analyze, modify, and operate the County's facilities.
- In FY 2002, planned 150 projects within existing County facilities totaling 300,000 SF.

## **Projects, Engineering, and Energy (PE&E)**

- Continued the successful Energy Savings Performance Contract first established in 1999. The total annual energy savings as a result of initiatives through FY 2003 is \$334,990.
- Completed 28 major Capital Construction Projects valued at \$2,547,965 during FY 2002. These projects involved reroofing, recarpeting, repaving parking lots, replacing HVAC systems, and replacing fire alarm systems at 22 different locations.
- Undertook the development of a long-term strategy for providing needed capital improvements to County facilities. As part of the FY 2001 initial phase of the assessing County facilities, 2.7 million square feet were assessed. In FY 2002, an additional 1.4 million square feet were assessed. In FY 2003, and additional 1.4 million square feet will be assessed.
- During the past two years, FMD has completed over \$490,000 in repairs and enhancements to elevators and escalators in various County facilities to ensure elevator safety and mechanical efficiency. Repairs/enhancements have included: overhaul of hoist motors and motor generators, replacement of circuit boards, repair/adjustment of brake and replacement of brake shoes, replacement of hoist cables, replacement of door rollers, adjustment of car door operators, water sealing pit walls, replacement of hydraulic elevator submersible pumps and jack seals, installation of car door restrictors, and replacement of escalator handrails.
- Modified the approach to elevator/escalator maintenance to ensure the best-qualified, best-priced RFP (Request for Proposal) award with enhanced technical provisions and penalty clauses in the contract. A new contract was awarded using this approach the first quarter of FY 2003.
- Established the FMD Energy Management System control center during FY 2000. Energy management systems have been installed in several County facilities and are capable of controlling HVAC equipment within the facility, as well as providing alarms when abnormal conditions or equipment failures occur. As a result, utility costs will be reduced without affecting facility comfort levels. In addition, daily facility reports assist Operations and Maintenance staff in determining equipment failure problems. The energy control center has improved the utilization of existing energy management systems. New facilities continue to be added to the list of facilities monitored by this control center. During FY 2001, the number of facilities monitored by the control center reached 32. This number expanded to 44 during FY 2002, and will expand to 47 facilities in FY 2003.

# FACILITIES MANAGEMENT

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## **Building, Property, and Lease Management**

- The Laurel Hill Complex (formerly Lorton Correctional Complex) was transferred to Fairfax County in July 2002, and FMD assumed responsibility for the additional 2,340 acres and 300+ buildings.
- Scheduled over 8,000 meeting and events in the 42 different locations in the Government Center Complex which are available for use by County agencies, private, not-for-profit organizations and other governmental entities.

## **Operations and Maintenance (O & M)**

- Assisted in completing and opening the South County Government Center and the expansion of the Newington Fire Apparatus Shop, totaling 178,000 additional SF in FY 2002.
- Assisted in the purchase and inspection of the Laurel Hill Complex (former Lorton Correctional Complex).
- Continued expanding FMD's database that manages facilities maintenance. The expansion has included the implementation of on-line work order submissions by user agencies. This system also has provided critical data for preventive maintenance and facility condition assessment.
- Expanded the SCRAM Team (Scheduled Repairs and Maintenance Team) efforts, including the start-up of an additional team to serve the Government Center, Herrity and Pennino buildings.

## **FY 2004 Initiatives**

- ◆ Continue working with Risk Management to lead a countywide effort to create Emergency Response Plans at all County work sites.
- ◆ Lead an effort, in cooperation with Risk Management and the Fire and Rescue Department, to continue the pilot for the installation of Automatic External Defibrillators in the Government Center Complex.
- ◆ Assist in the commissioning of the new Sully District Police Station and the renovated space at the Mt. Vernon and West Springfield Police Stations, which houses offices for Board of Supervisor members and associated community space.
- ◆ Continue to develop facility system replacement requirements for roofs, carpet, pavement, and HVAC/electrical based on condition assessment surveys. These replacement requirements will be the basis for future Capital Construction budget and Capital Improvement Program (CIP) submissions. Facility system replacement requirements will be formulated over periods of several years rather than the present budget year. This multi-year program will provide better insight into facility funding requirements and should serve the ultimate purpose of maintaining better facilities and facility systems through timely replacement and renovations.
- ◆ Enhance FMD's web page to assist County agencies with space planning, systems furniture, and furniture orders by the inclusion of a good quality, moderately priced Standard Furniture package for free-standing furniture items (such as desks, chairs, and files) that integrate with the existing furniture systems.
- ◆ Continue development of the "Computer Integrated Facility Management" (CIFM) system, which will integrate critical information from all levels of the County government. This strategic, business, and operational information will be an integral part of managing our facilities, property and real estate, finances, maintenance and operations, and space utilization.

# FACILITIES MANAGEMENT

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## **FY 2004 Budget Reductions**

As part of the FY 2004 Advertised Budget Plan, reductions totaling \$969,553 are proposed by the County Executive for this agency. These reductions include:

- ◆ Reduction of \$380,000 for Utilities, requiring the agency to manage temperature set points in buildings, and to better control lighting systems.
- ◆ Reduction of \$249,614 for Custodial Services contract, representing a decrease of 7 percent in contract services. The frequency of window washings, power washing of sidewalks, grounds maintenance at the Herrity and Pennino buildings, and cleaning and restocking of County bathrooms will be reduced.
- ◆ Reduction of \$243,876 or approximately 7 percent in other maintenance contracts, reached through the deferral of current requirements for overhead door repairs, general ground maintenance, elevator maintenance, and other general HVAC, painting and plumbing maintenance. The deferral of maintenance increases the risk of component failures and more costly breakdown/repair requirements.
- ◆ Reduction of \$50,000 in Energy Performance Contracts funding available for the FY 2004 financing of \$400,000 worth of new energy savings projects. This funding is used to replace equipment which is older and inefficient.
- ◆ Reduction of \$46,063 in the bottom line budget through increasing the service bill out to other user agencies that use FMD Space Planning and Design services, or which rely on FMD engineering services.

## **Performance Measurement Results**

The Facilities Management Division continues to benchmark the cost of its services against the International Facilities Management (IFMA) national standards. Areas compared for cost efficiency include the Projects, Engineering, and Energy branch and the Operations and Maintenance branch. In each case, Fairfax County is achieving results close to or better than the 50<sup>th</sup> percentile for all of these areas in comparison to the IFMA standards. In addition, Building, Property, and Lease Management compares its lease cost per square foot to the Building Owners and Managers Association (BOMA) and also maintains County costs at a level under the BOMA median rate.

In FY 2004, Facilities Management Division will continue to improve on customer service through reducing response times to requests for repair and maintenance, through improving the quality of services provided, and through increasing the number of completed repair and maintenance calls. FMD's plans to update and/or revise in-house systems such as Computer Assisted Design (CAD), Computerized Maintenance Management System, and internal inventories will provide faster and more economical services to the County.

## **Funding Adjustments**

*The following funding adjustments from the FY 2003 Revised Budget Plan are necessary to support the FY 2004 program:*

- ◆ An increase of \$502,429 in Personnel Services associated with salary adjustments necessary to support the County's compensation program.
- ◆ An increase of \$81,983 for 2/2.0 SYE new trades positions to provide maintenance support to the new South County Government Center, consisting of 159,000 SF, which opened in April 2002. Typically a site of this size would require 4 or 5 supporting maintenance positions. Maintenance positions previously have not been added for this site. The maintenance requirements of aging County facilities at other locations makes it impossible to redirect existing staff. The addition of this staff also will be essential in dealing with construction logistics and other requirements at the Courthouse expansion.

## FACILITIES MANAGEMENT

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- ◆ A net decrease of \$2,146,220 in Operating Expenses reflecting a decrease associated with the elimination of \$2,345,948 in one-time FY 2002 carryover costs, partially offset by a net increase of \$199,728 for FY 2004 requirements. FY 2004 adjustments include:
  - An increase of \$644,317 to reflect the current levels of the County security services contract, which is largely offset by user agencies;
  - A net increase of \$57,836 for leases, including a net increase of \$317,666 resulting from expired leases offset by lease escalations and new leases, partially offset by lease decreases of \$259,830 associated with reimbursable leases of the Fairfax-Falls Church Community Services Board (primarily based on actual costs of a new lease which was lower than anticipated);
  - An increase of \$20,384 associated with Operating Expenses of 2/2.0 SYE new trades positions in support of the new South County Government Center and expanding space of the Public Safety Center;
  - A net increase of \$100,197 for intergovernmental charges, including increases of \$99,727 for Department of Vehicle Service charges and an increase of \$10,170 for Infrastructure Technology charges based on historical use, offset by a decrease of \$9,700 for PC Replacement due to program revisions;
  - A net decrease of \$107,644 in maintenance contracts, which incorporates an adjustment of \$136,232 to support maintenance contract escalations for general maintenance, elevator, grounds, extermination and fire extinguisher contracts, offset by a County Executive reduction of \$243,876 which will reduce the frequency of routine maintenance;
  - A decrease of \$414,507 primarily associated with a decrease of \$249,614 in custodial services, a decrease of \$50,000 in the Energy Performance Contract, as part of reductions made by the County executive, and to the elimination of one-time furnishing costs, for new Board of Supervisor Offices and associated community space; and
  - A net decrease of \$100,855 in utilities, which incorporates an increase of \$279,145 in utility charges primarily based on current water/sewer rates and increased square footage of County space, offset by a County Executive reduction of \$380,000.
- ◆ A net increase in Recovered Costs of \$332,517, resulting from \$714,937 in additional recoveries offset by \$382,420 in items which will no longer be recovered. Additional recoveries include a \$46,063 adjustment as part of reductions made by the County Executive, an increase of \$483,856 in security guard reimbursements from agencies, and an increase of \$185,018 for work performed for others based on prior year actual experience. Items which will no longer be recovered include \$23,000 for the one-time purchase of a vehicle in FY 2003, \$259,830 from the Fairfax-Falls Church Community Services Board due to lower than anticipated costs of a new lease, and \$99,590 decreased recovery due to other lease adjustments.
- ◆ Capital Equipment funding of \$60,020 is included for two maintenance trucks supporting the work of the two new positions being added for the South County Governmental Center and expanding space of the Public Safety Center.

*The following funding adjustments reflect all approved changes to the FY 2003 Revised Budget Plan since passage of the FY 2003 Adopted Budget Plan. Included are all adjustments made as part of the FY 2002 Carryover Review and all other approved changes through December 31, 2002:*

- ◆ As part of the *FY 2002 Carryover Review*, a net increase of \$2,412,241 includes encumbered carryover of \$2,345,948 in Operating Expenses for financial obligations for renovations, energy and lighting upgrades, maintenance contracts, and security obligations, and \$66,293 for vehicles ordered but not yet received.



# FACILITIES MANAGEMENT

- ◆ An additional position was approved by the Board of Supervisors on July 1, 2002, for facility and grounds oversight at the Laurel Hill Complex (formerly Lorton Prison Complex), which transferred to County ownership at that time. The position, an Assistant Supervisor Facilities Support, is reflected in the Facilities Management Division, but is fully supported by the capital project, resulting in no net cost to the agency. Position costs include \$56,618 in Personnel Services, \$7,000 in Operating Expenses for office equipment and a computer, and \$23,000 in Capital Equipment for a truck. These costs are offset by \$86,618 in Recovered Costs.



## Administration

| Cost Center Summary              |                     |                                   |                                   |                                      |                                   |
|----------------------------------|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual   | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                     |                                   |                                   |                                      |                                   |
| Regular                          | 19/ 19              | 19/ 19                            | 18/ 18                            | 18/ 18                               | 18/ 18                            |
| <b>Total Expenditures</b>        | <b>\$10,818,066</b> | <b>\$10,711,686</b>               | <b>\$10,418,539</b>               | <b>\$9,544,306</b>                   | <b>\$9,534,344</b>                |

## Goal

To provide cost-effective administrative, fiscal, and supply management support, as well as general guidance to the Division's five operational cost centers: Administration; Space Planning and Design; Operations and Maintenance; Projects, Engineering, and Energy; Building, Property, and Lease Management.

## Performance Measures

### Objectives

- ◆ To maintain the overall customer satisfaction rating for the agency at 97 percent.

| Indicator   | Prior Year Actuals |                   |                            | Current<br>Estimate | Future<br>Estimate |
|---|--------------------|-------------------|----------------------------|---------------------|--------------------|
|   | FY 2000<br>Actual  | FY 2001<br>Actual | FY 2002<br>Estimate/Actual | FY 2003             | FY 2004            |
| <b>Outcome:</b>   |                    |                   |                            |                     |                    |
| Percent of users rating service quality as "satisfactory" | 95%                | 96%               | 97% / 93%                  | 97%                 | 97%                |

# FACILITIES MANAGEMENT



## Space Planning and Design

| Cost Center Summary              |                    |                                   |                                   |                                      |                                   |
|----------------------------------|--------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual  | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                    |                                   |                                   |                                      |                                   |
| Regular                          | 7/7                | 7/7                               | 7/7                               | 7/7                                  | 7/7                               |
| <b>Total Expenditures</b>        | <b>\$1,137,157</b> | <b>\$696,897</b>                  | <b>\$905,250</b>                  | <b>\$425,665</b>                     | <b>\$421,967</b>                  |

## Goal

To provide professional space planning which includes facility planning, furniture management, relocation support, space reconfiguration, internal and external signage, and Computer Aided Design (CAD) services to general County facilities in order to ensure the optimum usage of available space.

## Performance Measures

### Objectives

- ♦ To maintain an average square footage per occupant of 346 which is under the Government Mean rate of 424 square feet as published by the International Facilities Management Association (IFMA).

| Indicator   | Prior Year Actuals |                   |                            | Current<br>Estimate | Future<br>Estimate |
|---|--------------------|-------------------|----------------------------|---------------------|--------------------|
|   | FY 2000<br>Actual  | FY 2001<br>Actual | FY 2002<br>Estimate/Actual | FY 2003             | FY 2004            |
| <b>Output:</b>  |                    |                   |                            |                     |                    |
| Planning square feet (GSF) (1)  | NA                 | 1,365,530         | 1,524,530 /<br>1,524,530   | 1,588,530           | 1,588,530          |
| Staff occupying GSF   | NA                 | 4,091             | 4,416 / 4,418              | 4,592               | 4,592              |
| <b>Efficiency:</b>  |                    |                   |                            |                     |                    |
| Square footage per occupant   | NA                 | 334               | 345 / 345                  | 346                 | 346                |
| <b>Service Quality:</b>   |                    |                   |                            |                     |                    |
| Percent of survey respondents very satisfied, satisfied, and fairly satisfied | NA                 | 97%               | 97% / 93%                  | 97%                 | 97%                |
| <b>Outcome:</b>   |                    |                   |                            |                     |                    |
| Variance from Government Mean of IFMA National Standards (2)                  | NA                 | (90)              | (79) / (79)                | (78)                | (78)               |

FY 2000 Actuals had no indicator in place. New indicator was implemented starting with FY 2001 Actuals.

(1) "Planning square feet (GSF)" was implemented for new facilities, and does not include all of the County square footage. In FY 2001, planning square footage includes the Government Center, Herrity Building, Pennino Building, and the Massey Building. In FY 2002 an additional 159,000 square feet is added for the South County Government Center. In FY 2003 an additional 64,000 square feet is added for Mt. Vernon, West Springfield, and Sully District Police Stations.

(2) International Facilities Management Association (IFMA): Research Report #21 "Benchmarks," 2001 (published every three years). For the Government sector, the mean gross square footage per occupant is 424.

# FACILITIES MANAGEMENT



## Projects, Engineering, and Energy

| Cost Center Summary              |                    |                                   |                                   |                                      |                                   |
|----------------------------------|--------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual  | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                    |                                   |                                   |                                      |                                   |
| Regular                          | 16/ 16             | 16/ 16                            | 16/ 16                            | 17/ 17                               | 16/ 16                            |
| <b>Total Expenditures</b>        | <b>\$3,448,164</b> | <b>\$4,124,138</b>                | <b>\$4,428,187</b>                | <b>\$4,077,044</b>                   | <b>\$4,067,878</b>                |

### Goal

To provide professional energy management, maintenance, repair, alteration, renovation, and grounds maintenance services to general County facilities in order to ensure efficient satisfaction of utility and maintenance needs.

### Performance Measures

#### Objectives

- ♦ To achieve a cost per square foot comparison under the 50th percentile as set by the IFMA National Standards for utility costs per square foot.

| Indicator  | Prior Year Actuals |                   |                            | Current Estimate | Future Estimate |
|--|--------------------|-------------------|----------------------------|------------------|-----------------|
|  | FY 2000<br>Actual  | FY 2001<br>Actual | FY 2002<br>Estimate/Actual | FY 2003          | FY 2004         |
| <b>Output:</b>   |                    |                   |                            |                  |                 |
| Utility square footage of facilities (1)   | 4,571,516          | 4,644,319         | 4,868,104 /<br>4,829,354   | 4,912,354        | 4,923,354       |
| <b>Efficiency:</b>   |                    |                   |                            |                  |                 |
| Utility cost per square foot (2)   | \$1.20             | \$1.60            | \$1.48 / \$1.37            | \$1.46           | \$1.43          |
| <b>Service Quality:</b>  |                    |                   |                            |                  |                 |
| Percent of facility and rate structure entries in the Energy Consumption Monitoring System maintained accurately | 99%                | 99%               | 99% / 99%                  | 99%              | 99%             |
| <b>Outcome:</b>  |                    |                   |                            |                  |                 |
| Variance from 50th percentile of IFMA National Standards (3)   | (\$1.04)           | (\$0.54)          | (\$0.66) / (\$0.77)        | (\$0.68)         | (\$0.71)        |

(1) Includes common areas such as closets, elevators, and atriums (in addition to office areas) since those areas impact utility requirements.

(2) The decrease from 2001 to FY 2002 relates to: 1) the extremely high level of natural gas prices experienced in FY 2001 due to supply and demand, and then the fall of those prices during the economic turnaround of FY 2002; and 2) the extremely mild winter in FY 2002, which had a positive impact on utility savings in all categories. The FY 2004 Estimate assumes a mild winter as in FY 2002 and stability in the current price of natural gas.

(3) International Facilities Management Association (IFMA): Research Report #18, "Benchmarks," 1997 (published every three years), which showed the 50th percentile cost per square foot (gross) to be \$2.24. That figure was applied to FY 2000. "Benchmarks" 2001 showed the cost per square foot as \$2.14, and that figure was used for FY 2001, FY 2002, FY 2003, and FY 2004.

# FACILITIES MANAGEMENT



## Building, Property, and Lease Management

| Cost Center Summary              |                    |                                   |                                   |                                      |                                   |
|----------------------------------|--------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual  | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                    |                                   |                                   |                                      |                                   |
| Regular                          | 11/ 11             | 11/ 11                            | 12/ 12                            | 12/ 12                               | 12/ 12                            |
| <b>Total Expenditures</b>        | <b>\$7,347,906</b> | <b>\$7,523,655</b>                | <b>\$9,362,809</b>                | <b>\$8,826,572</b>                   | <b>\$8,820,372</b>                |

### Goal

To provide managerial oversight of leased or owned facilities and properties used by County agencies and tenants in order to maximize use of facilities and properties.

### Performance Measures

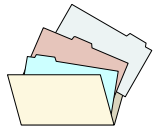
#### Objectives

- ♦ To maintain a lease cost per square foot rate equal to or less than the median rate of the Northern Virginia/Washington, D.C. Building Owners and Managers Association (BOMA).

| Indicator   | Prior Year Actuals |                   |                            | Current<br>Estimate | Future<br>Estimate |
|---|--------------------|-------------------|----------------------------|---------------------|--------------------|
|   | FY 2000<br>Actual  | FY 2001<br>Actual | FY 2002<br>Estimate/Actual | FY 2003             | FY 2004            |
| <b>Output:</b>  |                    |                   |                            |                     |                    |
| Square footage leased   | 496,450            | 554,009           | 575,837 /<br>592,110       | 565,482             | 542,826            |
| <b>Efficiency:</b>  |                    |                   |                            |                     |                    |
| Lease cost per square foot  | \$16.13            | \$16.24           | \$17.19 / \$15.88          | \$17.04             | \$18.01            |
| <b>Service Quality:</b>   |                    |                   |                            |                     |                    |
| Percent of survey respondents very satisfied, satisfied, and fairly satisfied | 95%                | 95%               | 97% / 93%                  | 97%                 | 97%                |
| <b>Outcome:</b>   |                    |                   |                            |                     |                    |
| Variance from BOMA median rate (1)  | (\$4.10)           | (\$8.64)          | (\$7.69) /<br>(\$10.67)    | (\$10.05)           | (\$9.63)           |

(1) Applies the BOMA actual median lease cost per square foot to FY 2000, FY 2001, and FY 2002 Estimate. It applied the Institute of Real Estate Management (IREM) estimates to FY 2002 Actual, FY 2003 and FY 2004. The median lease costs for each year were: FY 2000 - \$22.59 (BOMA); FY 2001 Actuals/FY 2002 Estimate - \$24.88 (BOMA); FY 2002 - \$26.55 (IREM); FY 2003 - \$27.09 (IREM); FY 2004 - \$27.64 (IREM).

# FACILITIES MANAGEMENT



## Operations and Maintenance

| Cost Center Summary              |                     |                                   |                                   |                                      |                                   |
|----------------------------------|---------------------|-----------------------------------|-----------------------------------|--------------------------------------|-----------------------------------|
| Category                         | FY 2002<br>Actual   | FY 2003<br>Adopted<br>Budget Plan | FY 2003<br>Revised<br>Budget Plan | FY 2004<br>Advertised<br>Budget Plan | FY 2004<br>Adopted<br>Budget Plan |
| Authorized Positions/Staff Years |                     |                                   |                                   |                                      |                                   |
| Regular                          | 130/ 130            | 130/ 130                          | 131/ 131                          | 132/ 132                             | 132/ 132                          |
| <b>Total Expenditures</b>        | <b>\$10,044,637</b> | <b>\$10,045,886</b>               | <b>\$10,399,718</b>               | <b>\$10,717,318</b>                  | <b>\$10,590,492</b>               |

### Goal

To provide world class customer service by doing in-house preventive maintenance, routine and emergency service calls, and minor repair and alteration projects to facilities housing County agencies so that they can accomplish their mission.

### Performance Measures

#### Objectives

- ♦ To maintain a 97 percent satisfaction rating, while achieving a cost per square foot better than the 50th percentile as set by the IFMA National Standards for Operations and Maintenance Costs per square foot.

| Indicator   | Prior Year Actuals |                   |                            | Current Estimate | Future Estimate |
|---|--------------------|-------------------|----------------------------|------------------|-----------------|
|   | FY 2000<br>Actual  | FY 2001<br>Actual | FY 2002<br>Estimate/Actual | FY 2003          | FY 2004         |
| <b>Output:</b>  |                    |                   |                            |                  |                 |
| Rentable square feet maintained (1)   | 5,447,247          | 5,508,620         | 5,576,358 / 5,370,258      | 5,837,824        | 5,846,646       |
| <b>Efficiency:</b>  |                    |                   |                            |                  |                 |
| Cost per square foot maintained (2)   | \$1.21             | \$1.30            | \$1.31 / \$1.38            | \$1.42           | \$1.33          |
| <b>Service Quality:</b>   |                    |                   |                            |                  |                 |
| Percent of survey respondents very satisfied, fairly satisfied, and satisfied | 95%                | 95%               | 97% / 93%                  | 97%              | 97%             |
| <b>Outcome:</b>   |                    |                   |                            |                  |                 |
| Variance from 50th percentile of IFMA National Standards (3)                  | (\$0.36)           | (\$0.07)          | (\$0.06) / \$0.01          | \$0.04           | (\$0.04)        |

(1) Measure does not refer to leased space, but rather to the gross square footage of the County after excluding common areas such as closets, elevators, parking space, and atriums.

(2) Reflects a reduction in custodial services and preventative maintenance in an effort to control costs.

(3) International Facilities Management Association (IFMA): Research Report #18, "Benchmarks," 1997 (published every three years). The 1997 "Benchmarks" showed the 50th percentile cost per rentable square foot to be \$1.57 for Operations and Maintenance. That figure was applied to FY 2000. The 2001 "Benchmarks" showed the 50th percentile cost to be \$1.37, and that figure was applied to FY 2001, FY 2002, FY 2003, and FY 2004. The significant decrease in the 50th percentile cost from the 1997 Report to the 2001 Report impacted on the County variance from the benchmark, moving the County's variance to being just under the benchmark to being just over the benchmark.